

Oregon Sea Grant Strategic Plan 2018-2021



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Executive Summary

Oregon Sea Grant has been working diligently to identify the most critical areas of investment relevant to state and national priorities. For the past two years, the program, led by a strategy team, has engaged in internal efforts which were informed by the OSG Advisory Council and perspectives of external stakeholders, to revise its vision, mission, values, and thematic areas, goals, and objectives. The OSG vision and mission are:

Vision: Thriving coastal communities and ecosystems in Oregon

Mission: Oregon Sea Grant is a catalyst that promotes discovery, understanding, and resilience for Oregon coastal communities and ecosystems.

As an organization, we value **Community, the Worth of Individuals, Fairness and Integrity, and Innovation**. We strive to embed these values in all of our activities. The Vision and Mission serve to guide the program in its entirety, while specific Thematic Areas, created in alignment with the National Sea Grant College Program Focus Areas, and their associated Goals and Objectives provide focus to our areas of investment.

Our **Thematic Areas** are:

- Ecological, social, and economic aspects of coastal development
- Adaptation to acute and chronic coastal hazards
- Human and natural dimensions of coastal and marine fisheries
- Cultural beliefs, learning, and valuation of coastal and marine issues

Further, OSG had adopted a series of **criteria** against which to evaluate prospective projects, activities and partnerships. These criteria will help ensure that we continue to align our efforts in accordance with the OSG strategy and help embed a culture of strategic thinking into all of our work.

Introduction

Oregon Sea Grant (OSG)—one of the oldest programs in the Sea Grant network—is responsive to evolving needs and issues facing our coastal communities and ecosystems. Every four years, OSG develops a plan to guide activities during the next four-year federal funding cycle. These strategic plans align with the National Sea Grant College Program and cover the expansive efforts of the OSG program.

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- Ecological, social, and economic aspects of coastal development
- Adaptation to acute and chronic coastal hazards
- Human and natural dimensions of coastal and marine fisheries
- Cultural beliefs, learning, and valuation of coastal and marine issues

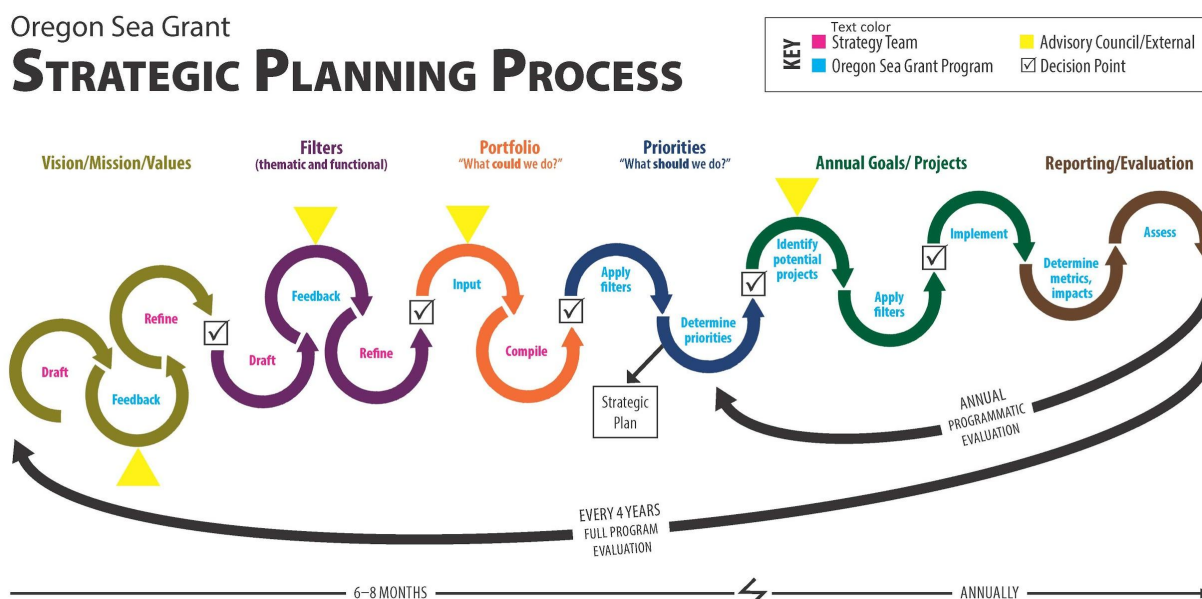
These Thematic Areas, created in alignment with the National Focus Areas, will guide the work and investment of Oregon Sea Grant for the next four years.

Planning Process

Oregon Sea Grant has an impressive portfolio of investments; however, in many areas, the program is only “one-deep” or has limited capacity for broader, programmatic engagement. In 2014, Oregon Sea Grant embarked on an ambitious strategic process, early in the regular cycle, designed to embed a culture of strategic thinking into all elements of the program. This culture builds on and yet transcends a simple strategic plan, promoting a program-wide effort to align activities and investments around discrete priorities. In Fall 2014, we convened a small group of staff from within the program with a charge to develop and implement a process by which we would define priorities for the program with engagement from staff and stakeholders. This team met every other week from September 2014 through October 2015 to execute this charge. In doing so, the team created an iterative process that can be replicated; developed initial versions of vision, mission, and values statements that were vetted by the broader program; created and honed a suite of criteria that can be used in assessing new and existing activities and opportunities; and developed a set of thematic areas which will guide the program’s activities (see Figure 1). Throughout this process, the team worked diligently to engage the broader program, with multiple opportunities to provide feedback through surveys, small group discussions, and input at the program-wide meeting. The team also provided routine communication to the rest of the program and to the Advisory Council, as well as connected with external stakeholders to inform them of our process and highlight opportunities.

Since October 2015, the program has been moving into implementation of the strategic thinking process, which requires continued engagement by the program, evaluation of our current areas of investment, and decisions on how the program will focus its activities. To facilitate this implementation, small groups, consisting of program personnel and with opportunities for input from external stakeholders, are considering our specific projects and activities within the thematic areas and examine opportunities and evaluate current investments. These groups, currently facilitated by an external contractor, are expected to become self-sustainable and integral to our decision-making processes as we implement our strategic plan.

Figure 1. Initial Planning Process



Strategic Elements

Vision

Thriving coastal communities and ecosystems in Oregon

Mission

Oregon Sea Grant is a catalyst that promotes discovery, understanding, and resilience for Oregon coastal communities and ecosystems

Values

Community: By working with and being in and a part of communities of place and practice statewide, OSG fosters a culture of engagement to enhance the quality of life in our coastal communities. We build strong partnerships within our organization and with others. We listen carefully and respond to the needs of our internal and external partners, stakeholders, and the public. We recognize that we create more value by working with others on our endeavors than working independently.

Worth of Individuals: OSG believes that the people inside and outside the organization, and their perspectives, matter. We respect individual differences, and recognize that diversity is part of our strength in a team approach to address challenging issues. We respect that people are a valuable resource, and we believe they deserve an empowering, supportive, and caring environment.

Fairness and Integrity: OSG strives for equity in our decision-making, in our treatment of one another, and in our engagement with communities we serve. Our commitment to scientific integrity, respectful partnerships, and non-advocacy enables open dialogue. Our reputation as a source of high-quality, science-based information is central to our leadership in promoting discovery, knowledge sharing, consensus building and the integration of effort in the coastal arena.

Innovation: OSG values and encourages creativity in all that we do and support, while valuing known and successful approaches. We strive to maintain scientific excellence and innovation. We constantly seek to improve our service and to enhance the quality of life in coastal communities. We value dynamic, inventive and flexible approaches to meeting the needs of people in changing natural and social environments as well as in the conduct and communication of research, education, and engagement.

These values, which we seek to support and promote throughout all of our work, are inherently connected to the cross-cutting principles of **Partnerships** and **Diversity and Inclusion**, promoted by the National Sea Grant College Program.

Strategic Criteria

In considering how to focus the work and investment of Oregon Sea Grant both in the current strategic process and into the future, the program development a set of criteria to apply to new opportunities, partnerships, and activities. These criteria are intended to be applied regardless of size of project, and through regular discussions with supervisors and more broadly with a program-wide Strategy Team considering large-scale opportunities. The strategic criteria are as follows:

- How does this advance the vision and mission in ways that are consistent with our values?
- How does it align with the OSG thematic areas?
- How does this address stakeholder issues?
- What are the opportunities to integrate discovery, learning and engagement?
- How can OSG uniquely contribute to or add significant value to this? In other words, are we the best fit? Will this be unaddressed without OSG involvement?
- How will we know when our catalytic role is complete?
- What capacity do we have or lack in order to pursue this? How is this worth making a commitment to develop or deploy the capacity and/or end existing activities or programs?

Thematic Areas and Objectives

Ecological, social, and economic aspects of coastal development

This thematic area is focused on the multiple facets of coastal development, such as development of places, communities, and industries. Often, development is examined from an economic perspective, with only minimal consideration of the ecological or social aspects. We seek to bring together the ecological, social, and economic aspects of coastal development so activities or investments can be examined holistically, and one component, such as economics, is not valued to the exclusion or detriment of the others.

GOAL

We seek to integrate the ecological, social, and economic aspects of coastal development to support sustainable coastal communities and ecosystems.

Objectives

- Assess the attitudes, knowledge, perceptions, and desires of coastal residents and Oregon visitors toward coastal development.
- Identify and evaluate the communities where coastal development is and is not occurring.
- Develop and implement, in collaboration with partners, strategies for analyzing, understanding, adapting, and responding to community needs and goals associated with coastal development.
- Understand and assess risks and impacts associated with coastal development on coastal communities and ecosystems, and develop tools and programs for sustainable solutions and responses.

This is particularly important for an area like the Oregon coast, which has tremendous natural resources and strong community networks, but struggles with promoting and supporting growth in the region.

Adaptation to acute or chronic coastal hazards

Understanding acute and chronic coastal hazards is critical to developing adaptation strategies. These threats, such as tsunami threats and impacts from climate change and ocean acidification, challenge the resilience of not only Oregon's coastal communities and the visitors who come to enjoy the coast, but also the coastal ecosystem and its abundant natural resources.

GOAL

We seek to understand acute coastal hazards and chronic conditions, and identify or develop adaptation strategies.

Objectives

- Understand the causes of, impacts, solutions, and responses to coastal hazards and their relevance to coastal residents, visitors, and ecosystems.
- Identify, invent, or adapt tools to address local adaptation needs focused on coastal hazards.

GOAL

We seek to support and promote implementation of adaptation strategies to acute or chronic coastal hazards, whether they are community and visitor tsunami preparation activities or ecological or technological approaches to mitigating ocean acidification.

Objectives

- Build community networks and implement adaptation strategies to coastal hazards.

- Engage stakeholders about coastal hazards and chronic and acute conditions, including prevention, response, and adaptation strategies.

These threats challenge the resilience of not only Oregon’s coastal communities and the visitors who come to enjoy the coast, but also the coastal ecosystem and its abundant natural resources.

Human and natural dimensions of coastal and marine fisheries

Integrating the human and the natural dimensions of fisheries is imperative in the face of challenges such as increased regulation and changing environmental conditions.

GOAL

We seek to support the health and resilience of wild-caught fisheries and the communities that support them.

Objectives

- Inform decision makers and the public about Oregon fisheries and the community effects of local seafood production and consumption.
- Understand, document, and communicate the ecological status and socio-economic value of Pacific Northwest coastal and marine species that are currently or potentially commercially, recreationally, and culturally important to assess their resilience and sustainability
- Understand, document, and work towards solutions to address the challenges and needs facing the Oregon fishing industry (e.g., safety, graying of the fleet, processors’ staffing needs, climate change).

GOAL

We seek to understand, communicate, and build capacity with stakeholders to work toward solutions that address the natural, social, and economic ramifications of competing space and use pressures affecting fisheries (e.g., aquaculture, ocean energy).

Objectives

- Assess the economic, ecological and sociocultural viability of new or expanded Oregon aquaculture, and build capacity to support existing and emerging sustainable operations
- Assess the effects of infrastructure change and use on coastal and marine biological and cultural resources
- Assess conflict and, where appropriate, facilitate resolution among user groups for space, use, and resource issues.

OSG's role in coastal and marine fisheries has evolved over time, thus the need for continued innovative and integrative approaches to addressing human and natural dimensions of coastal and marine fisheries.

Cultural beliefs, learning, and valuation of coastal and marine issues

Often there are gaps in the complex interface between science, knowledge, and practice in addressing coastal and marine issues.

GOAL

We seek to understand why, what, and how individuals and communities perceive and make decisions about coastal and marine topics and issues.

Objectives

- Assess culturally relevant stakeholder perceptions about coastal and marine issues.
- Evaluate the role of the arts and how its myriad forms can capture community perceptions and communicate the ocean's complexities, benefits, and values.
- Determine how individuals and communities value and make decisions about market (e.g., development, tourism) and non-market (e.g., sense of place, spiritual/heritage values) benefits of coastal and ocean resources.

GOAL

We seek to support public learning and informed decision making through educational programming, product development, research, and stakeholder engagement.

Objectives

- Design, deliver, and evaluate accessible, effective, high-quality programming and products to respond to stakeholder needs and priorities as well as enhance knowledge, understanding, and accessibility of coastal and marine issues.
- Assess and support citizen science efforts in Oregon coastal communities.

Understanding communities of place and practice, their beliefs and valuation, and why certain decisions are made will support the development of strategies to address some of the challenges noted in the other thematic areas, such as acute and chronic hazards, coastal development, and evolving fisheries needs and issues.

Connectivity to National Focus Areas

Each of the OSG Thematic Areas were selected and refined under the auspices of connectivity to the National Focus Areas. Inherent in each of the Thematic Areas are links back to the broader vision of Healthy Coastal Ecosystems, Sustainable Fisheries and Aquaculture, Resilient Communities and Economies, and Environmental Literacy and Workforce Development.



However, the OSG Thematic Areas are not simply silos, linking one-to-one to a single National Focus Area. Within each Thematic Area are elements of the four National Focus Areas. For example, OSG’s focus on Human and Natural Dimension of Coastal and Marine Fisheries have elements of both Healthy Coastal Ecosystems and Resilient Coastal Communities, in that we may examine the implications of changing environmental conditions for a fish species as well as a fishing community, thus connecting across multiple Focus Areas.

See Table 1 for a crosswalk between OSG’s Thematic Areas, Goals and Objectives, and the National Focus Areas and Goals.

National Sea Grant Focus Areas and Oregon Sea Grant Thematic Working Group Priorities

National Sea Grant Focus Areas

Healthy Coastal Ecosystems	Resilient Communities and Economies	Sustainable Fisheries and Aquaculture	Environmental Literacy and Workforce Development
DRAFT Goal: Habitat, ecosystems, and the services they provide are protected, enhanced, and/or restored.	DRAFT Goal: Land, water, and living resources are managed by applying sound science, tools, and services to sustain ecosystems.	DRAFT Goal: Coastal communities use their knowledge of changing conditions and risks to become resilient to extreme events, economic disruptions, and other threats to community well-being.	DRAFT Goal: Water resources are sustained and protected to meet existing and emerging needs of the communities, economies, and ecosystems that depend on them.
		DRAFT Goal: Fishery, aquaculture, and other coastal and freshwater product industries supply food, jobs, and economic and cultural benefits.	DRAFT Goal: Natural resources are sustained to support fishing communities and industries, including commercial, recreational, and subsistence fisheries, and aquaculture.
			DRAFT Goal: An environmentally literate public that is informed by lifelong formal and informal opportunities that reflect the range of diversity of our communities.
			DRAFT Goal: A diverse and skilled workforce is engaged and enabled to address critical local, regional, and national needs.

Oregon Sea Grant Thematic Working Group Priorities

Ecological, social, and economic aspects of coastal development									
GOAL 1: We seek to integrate the ecological, social, and economic aspects of coastal development to support sustainable coastal communities and ecosystems.	X	1	X	1	X	X	X		
Adaptation to acute or chronic coastal hazards									
GOAL 1: We seek to understand acute coastal hazards and chronic conditions, and identify or develop adaptation strategies.	X	1	1	X		X			
GOAL 2: We seek to support and promote implementation of adaptation strategies to acute or chronic coastal hazards, whether they are community and visitor tsunami preparation activities or ecological or technological approaches to mitigating ocean acidification.		X	1	X		X	X	1	
Human and natural dimensions of coastal and marine fisheries									
GOAL 1: We seek to support the health and resilience of wild-caught fisheries and the communities that support them.	1	X	X		X	1	X		
GOAL 2: We seek to understand, communicate, and build capacity with stakeholders to work toward solutions that address the natural, social, and economic ramifications of competing space and use pressures affecting fisheries (e.g. aquaculture, ocean energy).	X	1	X	X	1	X			
Cultural beliefs, learning, and valuation of coastal and marine issues									
GOAL 1: We seek to understand why, what, and how individuals and communities perceive and make decisions about coastal and marine topics and issues.		X	X	1	X	X	1		X
GOAL 2: We seek to support public learning and informed decision-making through educational programming, product development, research, and stakeholder engagement.	X	1	X	X	X	X	1		X

1=reflects primary alignment

X=reflects secondary alignment

Performance Measures and Metrics

Performance measures are the metrics by which OSG will track progress toward implementation of the Strategic Plan. We have adopted the performance measures from the National Sea Grant Strategic Plan. Our diverse program elements and expertise contribute in unique but variable ways to each performance measure. For example, our programming around coastal hazards will generate a different suite of metrics than programming in marine science education or aquaculture. Each of these performance measures is informed by input from our faculty and staff as well as our recent history of reporting such metrics.

Performance Measures

- Number of resource managers who use ecosystem-based approaches in the management of land, water, and living resources as a result of Sea Grant activities
- Number of acres of coastal habitat protected, enhanced, or restored as a result of Sea Grant activities
- Number of fishermen, seafood processing and aquaculture industry personnel who modify their practices using knowledge gained in fisheries sustainability and seafood safety as a result of Sea Grant activities
- Number of communities that adopt/ implement sustainable economic and environmental development practices and policies as a result of Sea Grant activities
- Number of communities that adopt/ implement hazard resiliency practices to prepare for and respond to/ minimize coastal hazardous events
- Number of Sea Grant products that are used to advance environmental literacy and workforce development
- Number of people engaged in Sea Grant-supported informal education programs
- Number of Sea Grant supported graduates who become employed in a job related to their degree within two years of graduation
- Number of Sea Grant tools, technologies, and information services that are used by our partners/customers to improve ecosystem-based management
- Economic and societal impacts derived from Sea Grant activities (market and non-market; jobs and businesses created or sustained)

Metrics

- Number and origination of core funding pre-and full proposals
- Number of marinas certified as “Clean Marina” by the Clean Marina Program as a result of Sea Grant activities
- Number of individuals certified in Hazard Analysis Critical Control Point (HACCP) due to Sea Grant efforts
- Number of peer-reviewed publications produced by Sea Grant
- Number of individuals and full-time equivalents (FTEs) supported by Sea Grant
- Number of postsecondary students and degrees financially-supported by Sea Grant in higher education programs (undergraduate, graduate)

- Number of P-12 students reached through Sea Grant-trained educators or directly through Sea Grant education programs
- Number of P-12 educators who participated in Sea Grant education programs
- Number of volunteer hours
- Number of Sea Grant-sponsored/organized events
- Number of attendees at Sea Grant-sponsored/organized events
- Number of public or professional presentations
- Number of attendees at public or professional presentations